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ABSTRACT

This document, the first joint annual report issued by the Extension Service, U.S. Department of Agriculture (ES-USDA), and the Extension Committee on Organization and Policy (ECOP), summarizes the decisions made by the two organizations in November, 1989, and includes descriptive highlights of the process implemented by the cooperative extension system to arrive at these decisions. Following a short introduction, the first section describes the following projects: (1) national initiatives identified for continuation or refocus, including projects on water quality; revitalizing rural America; youth at risk; improving nutrition, diet, and health; and competitiveness of U.S. agriculture; (2) current national initiatives identified for transition to core programs; (3) emerging issues and candidates for national initiative development, including waste management and global climate change projects; (4) systemwide programming beyond national initiatives; and (5) communication planning for the information age. The second section discusses the role of the strategic planning council, the role of scanning, and the roles of ECOP and ES-USDA. The third section announces that the top priority of the Strategic Planning Council will be to develop a conceptual framework that will provide a basis for ECOP and ES-USDA to consider recommendations and make decisions on future program priorities. Appendices 1 and 2 state the cooperative extension system's mission and vision and give the criteria for initiative status; the rest of the appendixes consist of the following lists: 1989 members of ECOP; members of the ES-USDA executive council; members of the 1988-89 Strategic Planning Council; members of the Program Leadership Committee; members of the Personnel and Organizational Development Committee; members of the Budget Committee; and members of the Legislative Committee. (CML)

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NEW DIRECTIONS
FOR A
NEW DECADE

A Report from:

Extension Service
U.S. Department of Agriculture

Extension Committee On Organization and Policy
NASULGC

To:

The Cooperative Extension System

CE054065

November 1989

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FOREWORD

A MESSAGE FROM ES-USDA AND ECOP-NASULGC

As we issue this first joint Annual Report to the entire Cooperative Extension System (CES), we are committing ourselves to improving communication flows within our increasingly dynamic organization.

While this report is short, it represents many hours of deliberation before arriving at decisions. We are particularly grateful for the efforts of the newly established Strategic Planning Council (SPC) and the staff work conducted on its behalf in assisting us to arrive at what we believe are sound future directions for the decade ahead. A brief explanation of the functions of the SPC is included in the document. This body will become increasingly important to our System as it reports to Extension Committee on Organization and Policy (ECOP) and Extension Service, U.S. Department of Agriculture (ES-USDA) futuristic recommendations for consideration.

In terms of action, we expect the Program Leadership Committee (PLC), under the direction of ECOP and in partnership with ES-USDA, to advise on National Initiative Development and Implementation efforts.

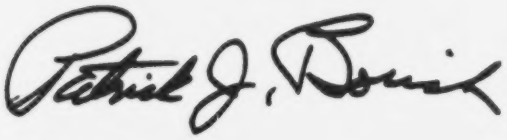
The Personnel and Organizational Development Committee (PODC) has charted a strong preliminary course for expanded executive leadership development within the System. We also expect excellent performances from the Budget and Legislative Committees essential to accomplishment of our 1990's agenda.

We are excited by the progress we are making and encourage each of you to carefully read the attached material and provide comments and feedback from within your state organization.

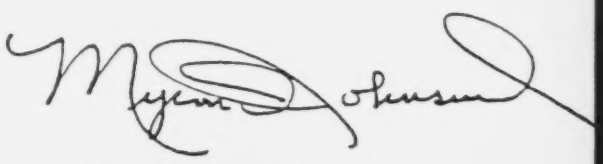
The actions reported move us toward a more realistic number of National Initiatives, sharpening their focus and introducing the concept of core programs.

By separating the concept of initiatives and core programs, we are now better able to give significantly added attention to a few high priority nationwide issues through initiatives and to convey our major program thrusts through 6 to 12 core programs that are common to mos Extension units and that constitute a large majority of our program efforts.

We believe that 1989, our 75th Anniversary, marks our renewal as an organization and that we will with your dedication become stronger as a System in the decade ahead.



Patrick J. Borich
Dean and *Director*
University of Minnesota Extension Service
Chair, ECOP



Myron D. Johnsrud
Administrator
Extension Service, USDA

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INTRODUCTION

This document summarizes the decisions made by the Extension Committee on Organization and Policy in partnership with the Extension Service-USDA, November 18-19, 1989. It also includes descriptive highlights of the process implemented by the Cooperative Extension System to arrive at these decisions. During 1990, the Strategic Planning Council will be developing a clearer articulation of the theoretical framework underlying System programming decisions.

ECOP AND ES-USDA DECISIONS

National Initiatives Identified for Continuation or Refocus

1. **Water Quality:** This National Initiative will continue and SPC will reconsider its status at a later time. This Initiative is not only an Extension National Initiative, it is a Presidential and USDA Initiative. Major resources have been redirected at national, state, and local levels. Partnership arrangements have been developed with Soil Conservation Service, Environmental Protection Agency, and others. CES commitments have been made to others politically and financially crucial to the System that a Water Quality Initiative can be managed and implemented so as to demonstrate the power of education as an alternative and supplement to regulation.

2. **Revitalizing Rural America:** This Initiative will continue as a National Initiative subject to review by the SPC at a later time. Analysis indicates that this Initiative currently addresses the majority of criteria statements for initiative status (see Appendices). Rural revitalization is recognized as a major societal problem and is on the public agenda. Major legislative action (i.e., Rural Development Partnership Act passed in Senate and comparable legislation being considered by the House), considerable Executive Branch attention within USDA, and potential capacity and comparative advantage of Extension to make a difference underpin this decision.

3. **Youth at Risk:** This Initiative will continue as a National Initiative subject to review by SPC at a later time. ECOP and ES-USDA recently approved its status as a National Initiative and it meets the criteria established for an Initiative.

4. **Improving Nutrition, Diet and Health:** This Initiative will continue as a National Initiative subject to later review by SPC. ECOP and ES-USDA have decided that this Initiative should be refocused to center primarily on Food Safety and Quality. They have requested that ES-USDA and PLC develop a paper by February 1, 1990, refocusing this Initiative. This will be followed by development of a Strategic Action Plan and will include reformation of a National Initiative Team.

5. **Competitiveness of American Agriculture:** This Initiative will continue with a slightly revised title with emphasis on profitability, subject to later review by SPC. ECOP and ES-USDA have decided that this Initiative should be refocused around two issues: Sustainable Agriculture and International Marketing. They have requested that ES-USDA and PLC develop a paper by February 1, 1990, refocusing this Initiative. This will be followed by development of a Strategic Action Plan and will include reformation of a National Initiative Team.

Current National Initiatives Identified for Transition to Core Programs:

Alternative Agricultural Opportunities
Building Human Capital
Conservation and Management of Natural Resources
Family and Economic Well-being

It should be noted that these should continue as parts of high priority core programs and refocus the effort of the System in these areas as an outgrowth of their previous status as National Initiatives. Issues may emerge from these programs for future potential development as National Initiatives.

Emerging Issues/Candidates for National Initiative Development

Waste Management: The Issue Waste Management (exclusive of animal waste) is to be developed as a potential National Initiative. ES-USDA and PLC will develop a paper by February 1, 1990, for SPC consideration.

Global Climate Change: The Issue Global Climate Change is to be developed for potential future National Initiative status. ES-USDA and PLC will identify a study team to develop by July 1, 1990, a paper for consideration by the SPC.

Systemwide Programming Beyond National Initiatives

CES has not yet adequately addressed the issue of serving commercial agriculture as identified by Recommendation 23 of the Futures Report. Therefore, ECOP and ES-USDA will appoint a joint task force to identify appropriate organizational changes to more adequately meet the technology needs of commercial agriculture. This task force will report to the SPC by July 1, 1990.

Communication Planning for the Information Age

ECOP and ES-USDA recognize the need for improved internal and external communication. They approve the following:

1. The concept of a computerized backbone communication system for CES, including electronic mail, bulletin boards, and data bases that enhance compatibility and connectivity. The CES agrees to share human and financial resources to achieve this backbone communication structure.

2. ECOP and ES-USDA will appoint a Systemwide Strategic Communication Planning Task Force to analyze and recommend to CES Futuristic Applications of Communication Technologies appropriate to an Information Age organization. ES-USDA, through its Communication, Information, and Technology unit, will provide leadership and coordination for this endeavor.

3. ECOP and ES-USDA, at the suggestion of the SPC, agree with improving strategic communication planning and dissemination throughout CES. They will assure that 1) CES communication flow is improved at all System levels; 2) that more standard communication formats are developed for decision products; and 3) that more readily available, user-friendly

dissemination products for educational program planning and implementation will be made available to CES.

4. To improve strategic organizational communication linkages, the chairs-elect of PLC and PODC will be named as liaisons to the SPC.

DECISIONMAKING ORGANIZATION AND PROCESS

The Role of the Strategic Planning Council

The Strategic Planning Council was established by ECOP and ES-USDA to assure that the System has an organized and operative mechanism for anticipating change and managing programs in today's dynamic environment. This Council is not a decisionmaking body, but delivers its recommendations to ECOP and ES-USDA for consideration and action. As a newly established body, the SPC conducted four meetings in 1989, although required only to meet twice.

Their commitment resulted in the development of sound operating procedures as well as recommendations focused on: **1)** identification of emerging issues, **2)** recommendations for development of potential new National Initiatives, **3)** review of ongoing National Initiatives, **4)** new communication and technology requirements, and **5)** organizational and procedural streamlining necessary to achieve the CES Mission and Vision (Appendix I). (See Appendix V for a listing of Strategic Planning Council members.)

The Strategic Planning Council is charged with:

- Recognizing Extension's Mission throughout the planning process and recommending clarification as needed;
- Coordinating the overall issue identification, development, and review process;
- Recommending membership of the Futuring Panel and specific products;
- Recommending procedures for scanning the external environment;
- Seeking and developing involvement within the Extension System including involvement of stakeholders in legitimizing issues;
- Recommending emerging issues for development as potential new National Initiatives, and recommending continuation, modification, or transition of initiatives to core programs; and
- Recommending other futuristic actions required to assure the organization's relevance and dynamism into the 21st century.

The Role of Scanning

The SPC developed a number of approaches to assist its deliberations prior to recommending to ECOP and ES-USDA. These methods included an Extension National Initiatives Survey; convening of a Futuring Panel, with support from the Kellogg Foundation; development of Issue Briefs and Scanning Reports, including interviews with groups with interest in the programs of CES. (A separate document reporting the summarized results of the Futuring Panel has been distributed to Extension Directors/Administrators.)

The Extension National Initiatives Survey produced an 83 percent response rate from among the Directors/Administrators, ES-USDA Executive Council, ES Initiative Team Leaders, Strategic

Planning Council members, and the 32 members of the ECOP Program Leadership Committee and Personnel and Organizational Development Committee.

Survey respondents indicated the Cooperative Extension System can handle an average of 5 to 6 National Initiatives simultaneously. Other responses to this survey weighed heavily in the final ECOP and ES-USDA decisions with respect to modifying the National Initiatives.

The Roles of ECOP and ES-USDA

The Cooperative Extension System is a partnership, a joint association formed to share risks and gains resulting from a mutual enterprise.

ECOP serves essentially as a board of directors acting on behalf of the Extension Services throughout the land-grant university system.

ES-USDA is a government agency within the U.S. Department of Agriculture. The Administrator of ES-USDA reports to the Assistant Secretary for Science and Education and functions together with an Associate Administrator and a senior management team composed of the ES Deputy Administrators for Agriculture; Home Economics and Human Nutrition; Natural Resources and Rural Development; 4-H Youth Development; Planning, Development, and Evaluation; Management; and the Director for Communication, Information, and Technology.

These two organizations have agreed upon a general mission and vision and are developing structural mechanisms and functional processes to further their mutual interest in a strong Cooperative Extension System.

When recommendations, such as those presented by the SPC, are accepted by both ECOP and ES-USDA, they establish major directions for the Cooperative Extension System within the constraints and opportunities of individual land-grant institutions, ECOP, and ES-USDA.

CONCEPTUAL FRAMEWORK

As a number one priority, the Strategic Planning Council will develop a conceptual framework that describes the relationship among issues, national initiatives, core program, and state initiatives. This framework will provide a basis for ECOP and ES-USDA to consider recommendations and make decisions on future program priorities and emphasis.

APPENDIX I

THE COOPERATIVE EXTENSION SYSTEM'S MISSION AND VISION

Mission

The Cooperative Extension System helps people improve their lives through an educational process that uses scientific knowledge focused on issues and needs.

Vision

The Cooperative Extension System is a future-oriented, self-renewing, national educational network providing excellence in programs that focus on contemporary issues and needs of people.

APPENDIX II

CRITERIA FOR INITIATIVE STATUS
(Selection/Review)

Addresses major societal problem, real or perceived.

Has visibility/public awareness.

Politically feasible.

Marketable.

Timing is right.

Elicits an emotional response.

Generates CES commitment.

Research base exists.

Attracts financial resources.

Staff exists or can be obtained.

Extension can have impact within a specified time.

Important socioeconomic implications for Extension response.

Extension can do a better job than anyone else.

Extension has a **unique** educational leadership role.

Extension has a critical catalytic role.

APPENDIX III

1989 EXTENSION COMMITTEE ON ORGANIZATION AND POLICY (ECOP) MEMBERSHIP

Chester D. Black, *Chair*
North Carolina State University

Patrick J. Borich, *Chair-elect*
University of Minnesota

Patrick G. Boyle
University of Wisconsin

P.W. Brown
Tuskegee University

Lawrence Carter
Florida A&M University

Richard E. Fowler
University of Delaware

John L. Gerwig
Rutgers State University

Bernard M. Jones
University of Nevada

Ted L. Jones
University of Arkansas

R. Paul Larsen
Utah State University

Robert Light
University of Massachusetts

Denver T. Loupe
Louisiana State University

William H. Pietsch
North Dakota State University

Fred L. Poston, Jr.
Washington State University

John Woeste, *Senator, ex-officio*
University of Florida

Myron D. Johnsrud
Administrator, ex-officio
ES-USDA, Washington, DC

Liaison Representatives to ECOP:

George J. Conneman
RICOP

James Cowan
Agriculture, Natural Resources, and International Affairs, NASULGC

R. Paul Larsen
ICOP

Dennis L. Oldenstadt
ESCOP

Wilbur Wuertz
CARET

APPENDIX IV

ES-USDA EXECUTIVE COUNCIL MEMBERSHIP

Myron D. Johnsrud
Administrator
Extension Service

Vivan M. Jennings
Interim Associate Administrator
Extension Service

John S. Bottum
Deputy Administrator
Planning, Development, and Evaluation

A.J. Dye
Interim Deputy Administrator
Agriculture

Leah C. Hoopfer
Deputy Administrator
4-H Youth Development

Janet K. Poley
Director
Communication, Information, and Technology

Richard R. Rankin
Deputy Administrator
Management

Nancy C. Saltford
Deputy Administrator
Home Economics and Human Nutrition

John A. Vance
Deputy Administrator
Natural Resources and Rural Development

APPENDIX V

1988-89
STRATEGIC PLANNING COUNCIL MEMBERSHIP

Patrick J. Borich, *Cochair*	*Director, Cooperative Extension Service*	University of Minnesota
Denzil O. Clegg,[1] *Cochair*	*Associate Administrator*	Extension Service, USDA
Vivan M. Jennings,[2] *Cochair*	*Interim Associate Administrator*	Extension Service, USDA
Bonnie Braun[1]	*Interim Deputy Administrator,* HEHN	Extension Service, USDA
Robert L. Crom	*Executive Director*	ECOP
Curt Deville	*Director,* EO Staff	Extension Service, USDA
A. J. Dye[4]	*Interim Deputy Administrator,* Agriculture	Extension Service, USDA
Fred L. Poston, Jr.	*Director, Cooperative Extension Service*	Washington State University
Nancy Saltford[3]	*Deputy Administrator,* HEHN	Extension Service, USDA
Ayse Somersan	*Dean for Extension*	University of Wisconsin
Gilbert Tampkins	*Associate Administrator,* 1890 Extension Programs	Langston University
Rachel B. Tompkins	*Director, Cooperative Extension Service*	West Virginia University
John A. Vance	*Deputy Administrator,* NRaRD	Extension Service, USDA
Byron K. Webb	*Director, Cooperative Extension Service*	Clemson University

Staff to the Council

John Bottum	*Deputy Administrator,* PDE	Extension Service, USDA
Virginia Conklin	*Program Analyst*	Extension Service, USDA
Don West	*Program Analyst*	Extension Service, USDA
Marsha Mueller	*Educator,* Cooperative Extension Service	University of Minnesota

[1]October 1988-August 1989
[2]Became member October 1988; appointed Cochair September 1989
[3]Appointed August 1989
[4]Appointed September 1989

APPENDIX VI

PROGRAM LEADERSHIP COMMITTEE MEMBERSHIP

For 1-year terms (expiring at the close of the 1990 NASULGC meeting):

Lawrence Carter, *Administrative Advisor*
Florida

Carol Anderson
New York

Larry Corah
Kansas

Curtis Probert
Colorado

Ron Williams
Alabama

Billy Witherspoon
South Carolina

Leah C. Hoopfer
ES-USDA

For 2-year terms (expiring in 1991):

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Maurice Kramer
Indiana

Jackie McCray
Arkansas

Mildred Smith
Maryland

Betty Youngman
Arkansas

Nancy C. Saltford
ES-USDA

For 3-year terms (expiring in 1992):

Fred L. Poston, Jr., *Administrative Advisor*
Washington

Ted Alter
Pennsylvania

Jerome Burton
Mississippi

Karen Goebel
Wisconsin

H.H. (Zeke) Singleton
California

Robert Soileau
Louisiana

John A. Vance
ES-USDA

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George Enlow
Missouri

Gayle Willet
Washington

R. David Smith
New York

Ray Vlasin
Michigan

Vivan M. Jennings
ES-USDA

APPENDIX VII

PERSONNEL AND ORGANIZATIONAL DEVELOPMENT COMMITTEE MEMBERSHIP

For 1-year terms (expiring at the close of the 1990 NASULGC meeting):

Denver Loupe, *Administrative Advisor*
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Ron Leal
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Dalton McAfee
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Shirley Mietlicki
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Ken Denmark
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Billy Dictson
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Ann Sheelen
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Barbara Warren
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Richard Prather
ES-USDA

For 3-year terms (expiring in 1992):

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David Sanderson
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Allyn Smith
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Keith Smith
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Leodrey Williams
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Patricia Calvert
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APPENDIX VIII

BUDGET COMMITTEE MEMBERSHIP

Zerle L. Carpenter, *Chair,* FY 90
Texas A&M University

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Colorado State University

H.A. Wadsworth, *Chair,* FY 92
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APPENDIX IX

LEGISLATIVE COMMITTEE MEMBERSHIP

John Woeste, *Chair*
University of Florida

Kenneth R. Bolen
Colorado State University

Patrick J. Borich
University of Minnesota

Zerle L. Carpenter
Texas A&M University

Rachel B. Tompkins
West Virginia University

Clinton V. Turner
Virginia State University

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